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Draft report

Rapporteur: Mr. Joseph Marie **Fouda Ndi** (Cameroon)

Addendum

Programme questions: evaluation
(Item 3 (b))

Report of the Office of Internal Oversight Services on the thematic evaluation of monitoring and evaluation of the Millennium Development Goals: lessons learned for the post-2015 era

1. At its 11th meeting, on 9 June 2015, the Committee for Programme and Coordination considered the report of the Office of Internal Oversight Services (OIOS) on the thematic evaluation of monitoring and evaluation of the Millennium Development Goals: lessons learned for the post-2015 era (E/AC.51/2015/3).

2. The Under-Secretary-General for Internal Oversight Services introduced the report and responded to questions raised during the Committee's consideration of the report.

Discussion

3. Some delegations commended OIOS for the preparation of the important evaluation report, noting that it should be given careful attention. It was indicated that the outline of the disparate Millennium Development Goal monitoring and evaluation components, as well as the development of the thematic impact pathway depicting the relationships between Millennium Development Goal evaluation activities and outputs, was particularly valuable. Other delegations expressed the view that the report went beyond the expected thematic evaluation of monitoring and evaluation of the Millennium Development Goals and that some of the advantages, disadvantages, conclusions and recommendations in the report

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prejudged the possible outcomes of ongoing intergovernmental processes. One delegation stressed that the report promoted and endorsed an approach to monitoring and evaluation that was definitely premature, considering that the post-2015 development agenda intergovernmental process had not been concluded yet and a proper mandate was required before action could be taken. Some delegations asked how the evaluation was to be used by Member States and expressed serious doubt about endorsing the recommendations contained in the report.

4. Some delegations noted that the terminology used in the report was not consistent with that which Member States were inclined to use: the report referred to "monitoring" and "evaluation" while Member States had been speaking of "follow-up" and "review", as reflected in General Assembly resolution 67/290.

5. One delegation underlined that follow-up and review functions would lie primarily with the high-level political forum on sustainable development that had been established pursuant to the United Nations Conference on Sustainable Development (Rio+20 Conference) and that any United Nations system framework should abide by parameters set by Member States within that forum.

6. General conceptual questions were raised regarding the parameters of a useful monitoring and evaluation mechanism; the type of progress indicators to be developed (current, clear, accessible and useful); the statistical entities responsible for submitting data; the stakeholders involved (Member States, national authorities, external organizations and/or United Nations entities); and the goals to be evaluated.

7. Some delegations raised specific methodological questions and sought further clarification regarding the stakeholders interviewed by OIOS during the preparation of the report and the information presented in figure I of the report.

8. One delegation noted that reference was made in the OIOS report (E/AC.51/2015/3, para. 7) to six elements, namely dignity, people, prosperity, planet, justice and partnership, which had been proposed in the synthesis report of the Secretary-General on the post-2015 development agenda, entitled "The road to dignity by 2030: ending poverty, transforming all lives and protecting the planet" (A/69/700); that delegation recalled that those six elements had not yet been embraced by Member States and that alternatives were being discussed in the intergovernmental processes.

9. One delegation took note of the disparate and ad hoc monitoring and evaluation components for the Millennium Development Goals that were presented in the report. Some delegations observed that that was an opportunity to look back, analyse past experiences and build on existing know-how and institutional architecture to avoid duplication. In that regard, one delegation underlined the importance of avoiding administratively burdensome monitoring systems.

10. One delegation underlined the importance of establishing effective evaluation and monitoring mechanisms at the onset of the framework for the sustainable development goals and noted that the fundamental principles for the framework should be accountability, consistency, interconnectedness, coordination, transparency, flexibility and utility (lessons 2 and 7). Another delegation emphasized the need for clear, adequate and internationally agreed achievement indicators for each target within the sustainable development framework. Such indicators should make it possible to effectively monitor trends, direct policy interventions and make timely

formative interventions. The latter was of the utmost significance, since determining the need for mid-term corrections was crucial to maximizing effectiveness in the achievement of the desired outcomes. One delegation stated that the credibility and effectiveness of the framework would be based on fundamental principles such as national ownership, capacity development, inclusiveness, transparency and consistency in linkages at the national, regional and global levels (E/AC.51/2015/3, para. 35).

11. Delegations emphasized the need for internationally agreed achievement indicators within the sustainable development framework, which would allow for the effective monitoring of trends and for direct policy interventions while taking into account local or regional contexts in comparing progress in different countries. It was stressed that conducting regular meta-evaluations should provide constructive lessons for the future strengthening of evaluation capacity. Therefore, monitoring and evaluation information should be made publicly accessible to maximize knowledge-sharing, transparency and openness, as well as to allow for an effective feedback mechanism benefiting all the stakeholders.

12. Delegations underlined the important role foreseen for the United Nations regional commissions in the post-2015 development agenda (E/AC.51/2015/3, para. 35) and recalled that the commissions were establishing regional forums according to the regional circumstances, needs and priorities (for example, the Economic Commission for Latin America and the Caribbean was undertaking consultations to establish a regional forum on sustainable development). Those regional platforms were expected to conduct the follow-up and review of the implementation of the sustainable development goals at the regional level. Those regional modalities should not be predetermined at the global level, as there was no "one size fits all" formula.

13. One delegation sought further clarification on the role and the work of the Inter-Agency and Expert Group on Millennium Development Goal Indicators and on the OIOS proposal on comprehensive evaluation reports being prepared by a variety of stakeholders at five-year intervals (E/AC.51/2015/3, paras. 58 and 59).

14. Delegations welcomed the report's emphasis on strengthening national capacities and local stakeholders in the area of statistics and evaluation through a monitoring and evaluation framework (lesson 5). One delegation underlined the particular importance of increasing United Nations support to countries in terms of harmonizing statistics at the national, regional and global levels and of increasing the speed in providing results and analysis. Another delegation stressed that for those efforts countries would require resources to finance such activities.

15. Delegations welcomed progress made in areas such as gender parity and the reduction of poverty but observed that many countries had not been successful in achieving the Millennium Development Goals or in implementing activities within that framework (as well as other international targets such as those in the Doha Declaration on Financing for Development), largely due to a lack of resources or contributions from donors (lesson 6). One delegation sought clarification regarding the focus of the report on the implementation of the Millennium Development Goals in Africa and Asia, and asked about the progress made in the rest of the world.

Conclusions and recommendations

16. **The Committee acknowledged the specific lessons learned that were identified in the OIOS report entitled "Thematic evaluation of monitoring and evaluation of the Millennium Development Goals: lessons learned for the post-2015 era" (E/AC.51/2015/3).**

17. **The Committee recommended that the General Assembly take note of the recommendation in the OIOS report on the thematic evaluation of the Millennium Development Goals, while observing that the recommendation did not constitute a formal input for the ongoing negotiations of the post-2015 development agenda.**

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Addendum

Programme questions: evaluation
(*Item 3 (b)*)

Report of the Office of Internal Oversight Services on the United Nations Conference on Trade and Development

1. At its 3rd meeting, on 2 June 2015, the Committee considered the report of the Office of Internal Oversight Services (OIOS) on the evaluation of the United Nations Conference on Trade and Development (UNCTAD) (E/AC.51/2015/4).

2. The Director of the Inspection and Evaluation Division of OIOS introduced the report. The Deputy Secretary-General of UNCTAD and the Director of the Inspection and Evaluation Division responded to questions raised during the Committee's consideration of the report.

Discussion

3. Appreciation was expressed for the report, in particular the positive overall assessment of the UNCTAD research and analysis pillar. Delegations welcomed the incorporation of a gender perspective into the evaluation and suggested that future OIOS evaluations highlight UNCTAD efforts to implement a systematic approach to the specific concerns of other vulnerable groups, such as children, indigenous populations and migrants.

4. A delegation observed that the OIOS evaluation did not reflect the entire range of work performed by UNCTAD as a world-leading entity in its area; the evaluation, while emphasizing the research and analysis pillar, did not assess the consensus-building and the technical cooperation pillars. Clarification was sought as to how

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UNCTAD products were being used by national stakeholders, such as government counterparts, as well as on their impact at the local level, especially given the existing budget constraints. Delegations noted that OIOS attempts to reach the main stakeholders of the other two pillars, in particular government representatives, were hampered, which was a significant challenge in its monitoring and evaluation efforts.

5. Delegations raised specific questions on the methodology of the report, including regarding the representativeness of independent external groups and thought leaders; the sampling method used to define the outputs to be analysed in the regression analysis and the rationale for that approach; the criteria used to select specific countries in which to carry out an in-depth analysis; the selection of intergovernmental meetings (specific to the United Nations or at the regional and subregional levels) and other events that OIOS observed during data collection; and access to the final product and follow-up to its recommendations. Clarification was sought as to how the analysis of OIOS had attempted to capture the efforts of UNCTAD to collaborate with other actors.

6. Delegations welcomed the receptiveness of UNCTAD to the report and its commitment to implementing all recommendations within a set time frame and noted the resource implications of that effort. They requested clarification on the anticipated next steps in that regard, including whether the action plan would be presented to the Trade and Development Board at its session to be held in September 2015. In addition, clarification was sought on the possible parallels between the OIOS evaluation and the recommendations contained in the 2012 report of the Joint Inspection Unit on the subject. Delegations noted that the recommendations should be translated to concrete actions in terms of technical assistance and capacity development initiatives.

7. Delegations more broadly asked how declining budgets might affect the ability of UNCTAD to fulfil its mandate, noting that research and analysis outputs were produced almost exclusively by staff employed under the regular budget. Delegations noted the heavy reliance on regular budget resources in this area and how it contrasted with the technical cooperation pillar, which relied largely on consultants funded from extrabudgetary resources. Concern over the increasing dependence on extrabudgetary funding for research and publications was raised. In that regard, one delegation raised the importance of joint cooperation efforts between UNCTAD and other leading organizations, such as regional development banks, the World Bank and the World Trade Organization, and how such partnerships were reflected in the budget. Further clarification was sought regarding the reference in paragraph 7 of the report to "heavily consultancy-based interventions".

8. Clarification was sought on a number of specific aspects of the analysis and recommendations contained in the report. They included the existence of a dedicated evaluation office (such as that of the United Nations Entity for Gender Equality and the Empowerment of Women, for example) and whether the risk-based evaluation plan would be shared with the Trade and Development Board. Concern was raised over the possible consequences of the "sometimes contradictory messages" across UNCTAD publications and the variable degree to which gender was integrated into those publications. Delegations sought clarification on the practical remedial measures being implemented by UNCTAD in that regard. Other

delegations stressed that coherence concerns should not hamper UNCTAD efforts to propose innovative approaches and alternative economic and financial paradigms, especially if they respond to the needs of developing countries.

9. A delegation underlined that UNCTAD efforts to disseminate its products were hampered by the lack of a strong communications strategy. In order to address the recommendation contained in the evaluation in that regard, a suggestion was made to develop a stronger dissemination strategy to target all audiences and engage novel approaches, including social media. In addition, clarification was sought as to the remedial action being taken by UNCTAD to address the issues raised in paragraph 34 of the report, notably that staff surveyed still considered UNCTAD to be somewhat or highly inefficient at working across divisions in the production of outputs, for example with the sharing of databases.

Conclusions and recommendations

10. **The Committee recommended that the General Assembly endorse the recommendations contained in paragraphs 51 to 57 of the report of OIOS on the evaluation of UNCTAD.**

11. **The Committee welcomed the acceptance by UNCTAD of all of the recommendations in the OIOS report. The Committee stressed the importance of UNCTAD fully implementing the recommendations and providing Member States with regular updates on progress against its action plan for implementation, including at meetings of the UNCTAD Trade and Development Board.**

12. **The Committee recalled that the main objective of UNCTAD was to assist developing countries, especially the least developed countries, and countries with economies in transition in integrating beneficially into the global economy in support of inclusive and sustainable growth and development.**

13. **The Committee recalled that the work of UNCTAD was based on three pillars, namely consensus building, research and analysis, and technical assistance, two of which, namely consensus building and technical assistance, had not been evaluated in the OIOS report. In this context, the Committee noted the importance of all three pillars and emphasized that the importance of technical assistance for the fulfilment of the UNCTAD mandate should not be undermined. In this regard, the Committee recommended that the General Assembly request the Secretary-General to entrust OIOS with ensuring that the remaining pillars were addressed in the next evaluation report.**

14. **The Committee encouraged continued efforts by UNCTAD to integrate gender mainstreaming throughout its work.**

15. **The Committee noted that UNCTAD had reactivated its Publications Committee and stressed the importance of using the Publications Committee to move towards a more coherent approach to research and analysis. The Committee also noted that it was important that UNCTAD continue its efforts to reflect different approaches and alternative economic and financial paradigms in its products.**

16. **The Committee emphasized the need for more information on the regional and country-level impact of UNCTAD research and analysis products.**

17. **The Committee noted that a high percentage of staff surveyed for the OIOS report considered that UNCTAD needed to become more efficient at working across divisions in the production of its outputs. The Committee underlined the importance of improving working across divisions, noting that different divisions could have different economic perspectives.**

18. **The Committee recalled the Doha Mandate, which stated, inter alia, that, in strengthening UNCTAD, efforts should be made to enhance its efficiency, effectiveness, transparency and accountability, including through effective results-based management and ensuring a member State-driven process through the intergovernmental machinery. The Committee noted that some progress had already been achieved in this regard and encouraged UNCTAD to continue its efforts to fulfil these objectives.**

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Addendum

Programme questions: evaluation
(*Item 3 (b)*)

Report of the Office of Internal Oversight Services on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives

1. At its 3rd meeting, on 2 June 2015, the Committee considered the report of the Office of Internal Oversight Services (OIOS) on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives (A/70/72).

2. The Director of the Inspection and Evaluation Division of OIOS introduced the report and responded to questions raised during the Committee's consideration of the report.

Discussion

3. Delegations expressed appreciation for the quality of the report and agreed overall with its results and recommendations to strengthen evaluation. The importance and value of continuing to receive the type of information presented in the report was also noted. Some delegations noted that the report responded to previous comments of the Committee.

4. As concerns the methodology used, a delegation sought clarification regarding the 31 Secretariat entities that had been interviewed for the report.

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5. Several delegations recognized the importance of the evaluation function to increasing the effectiveness of the Organization. Delegations expressed concern, however, over the insufficient use of evaluation in improving programmes, the minimal follow-up to evaluations, and inadequate staff competencies for conducting evaluation. Delegations asked why the report did not provide recommendations on how such gaps could be addressed in order to strengthen evaluation in the Organization.

6. Delegations noted in particular that the limited buy-in for evaluation from senior management and staff was discouraging and were concerned that the evaluation culture in the Organization continued to be unsupportive. Some delegations remarked that greater leadership and increased support from senior management would encourage a more robust culture of evaluation and better-quality evaluation reports. A delegation highlighted resolution 64/259 and the stronger accountability framework advocated in that resolution.

7. Delegations also raised serious concerns regarding the overall decline in the quality of evaluation reports in 2012-2013 compared with those in 2010-2011, as well as the stagnant percentage of entities responding that they used evaluation information to report to legislative bodies. Questions were raised as to why evaluations were not being used more to inform legislative bodies. One delegation noted paragraph 19 of the report, in which it was stated that one notable improvement between the two bienniums was in the use of evaluations to report to donors.

8. Regarding the issue of financial and human resources for evaluation, some delegations raised concerns over their insufficiency and sought clarification as to whether that was the reason for the limited evaluation capacity reflected in table 1 of the report. Other delegations asked how existing resources could be better used to increase evaluation capacity and quality, including through better use of in-house expertise and avoidance of duplication and overlapping functions in the Secretariat. The use of entities with stand-alone evaluation units to conduct evaluations for co-located entities that have minimal or no evaluation activity was raised by a delegation.

9. Some delegations sought clarification regarding the recommendation contained in the report on improving the existing guidelines for planning and formulating the estimated resources (regular budget and extrabudgetary) for monitoring and evaluation activities. In particular, questions were raised on the meaning behind reporting on extrabudgetary resources. Clarification was also sought on the current reporting requirements of monitoring and evaluation resources in the programme budgets.

Conclusions and recommendations

10. **The Committee recommended that the General Assembly endorse the recommendations contained in paragraphs 65 to 67 of the report of OIOS on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives and that, when implementing recommendation 3, the Department of Management take advantage of existing expertise in United Nations internal and external oversight bodies, as appropriate.**

11. The Committee emphasized that a strong evaluation function continued to be a critical tool for assessing the Organization's performance, through which accountability could be enhanced and lessons could be learned to achieve stronger results.

12. The Committee emphasized that evaluation not only helped to improve programme design and execution, as well as the formulation of policy directives, but also contributed to the adoption of budgetary decisions, transparency, the effective implementation of intergovernmental mandates and the maximization of the use of resources. At the same time, it allowed Member States to follow up on programme outcomes in a systematic way.

13. The Committee took note of the fact that, compared with prior bienniums, there had been some positive developments regarding the Secretariat's evaluation function, especially through the strengthening of evaluation processes and procedures. Nevertheless, the Committee expressed concern that the overall quality of evaluation reports had not improved.

14. The Committee also expressed concern that there continued to exist major obstacles to strengthening the evaluation functions. The Committee emphasized the need for Secretariat entities to allocate appropriate resources to evaluation activity and to ensure that staff working on evaluations possessed the necessary competencies. The Committee also recommended that the General Assembly request the Secretary-General to intensify his efforts to develop a more robust culture for evaluation throughout the Organization by strengthening senior management support and staff buy-in.

15. The Committee also emphasized that the evaluation function, in particular self-evaluation, was an essential managerial tool and that senior managers had a responsibility to use evaluation to improve performance.

16. The Committee expressed concern regarding Secretariat structures for evaluation functions and the fact that there had been seven entities conducting minimal or no evaluation activity during the biennium 2012-2013.

17. The Committee welcomed the fact that the Independent Evaluation Unit of the United Nations Office on Drugs and Crime reported to both the Executive Director and its governing bodies. The Committee set this as a case of best practice in reporting line policies.

18. The Committee took note of the fact that, in the area of promotion of sustained economic growth and sustainable development, a large quantity of evaluation reports received good or excellent ratings for the overall quality of their results section and, of those, the majority presented largely positive results, but that more evidence on the extent to which the Organization's outputs had contributed to development would be welcomed.

19. The Committee recommended that the General Assembly request the Secretary-General to take further, concrete measures to develop capacity for evaluation within the Secretariat programmes, with support provided by OIOS and external oversight bodies in terms of guidance and methodological advice.

20. The Committee recommended that the General Assembly request the Secretary-General to continue to make better use of in-house expertise, including, where possible, expertise available within OIOS, to carry out

evaluations in the different entities of the Secretariat, taking advantage of the experience acquired by the internal and external oversight bodies, and to ensure that all efforts are made to avoid the duplication and/or overlapping of evaluation functions in the Secretariat.

21. **The Committee recommended that the General Assembly request the Secretary-General to continue to ensure that senior managers' compacts present adequate programme objectives and performance measures in order to fulfil given mandates in accordance with relevant rules and regulations and that the evaluation function receives due consideration in the performance appraisal of senior managers.**

22. **The Committee reiterated its recommendation that the General Assembly request the Secretary-General to take concrete measures at the appropriate levels to ensure that the existing significant gaps in evaluation coverage and the lack of evaluative evidence on performance are addressed.**

23. **The Committee selected the following evaluations for consideration at its fifty-seventh session, in 2017: Department of Political Affairs, Economic Commission for Europe, Economic and Social Commission for Western Asia, Office for the Coordination of Humanitarian Affairs, Office of the United Nations High Commissioner for Human Rights, Office of the United Nations High Commissioner for Refugees, United Nations Relief and Works Agency for Palestine Refugees in the Near East, substantive support and programme components of the executive direction and management components of the programme budget section on "Overall policymaking, direction and coordination": Executive Office of the Secretary-General, and Offices of the Special Representatives of the Secretary-General for Children and Armed Conflict, on Sexual Violence in Conflict and on Violence against Children.**

24. **The Committee requested the following evaluations for consideration at its fifty-seventh session, in 2017: thematic evaluations on the work of the regional commissions (Economic Commission for Africa, Economic Commission for Europe, Economic Commission for Latin America and the Caribbean, Economic and Social Commission for Asia and the Pacific and Economic and Social Commission for Western Asia) based on the completed evaluations of each entity from 2015 to 2017.**

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Addendum

Programme questions: proposed programme budget for the biennium 2016-2017

(*Item 3 (a)*)

Proposals to improve the implementation of results-based budgeting

1. At its 15th meeting, on 15 June 2015, the Committee for Programme and Coordination considered the proposals of the Secretary-General to improve the implementation of results-based budgeting (A/70/80, chap. II).

2. The representative of the Secretary-General introduced the proposals and responded to queries raised during the Committee's consideration of the proposals.

Discussion

3. Delegations welcomed the Secretary-General's proposals to improve the implementation of results-based budgeting. The view was expressed that the improvement of results-based budgeting was an evolutionary process that took time to refine, as evident in the results presented in his report. The complexity of refining the results-based budgeting framework was underscored.

4. Delegations noted that the proposals in the report were based on the outcome of a methodological or technical review and expressed caution, stating that, although it was a sound approach to the implementation of results-based budgeting for most organizations, given the political dimensions of the United Nations, the proposed revision, based only on technical considerations, would not be suitable for the United Nations. It was emphasized that any proposed revisions to the results-based budgeting framework needed to take into account both the political realities

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of the programme and the methodological approach. It was acknowledged that ascertaining the proper balance between the two elements was not an easy process. One delegation expressed support for a methodological approach. Several delegations emphasized the need for a cautious approach.

5. One delegation welcomed the fresh approach so that the focus would be on the impact and not on outputs and indicated that it would tie into accountability for how resources were utilized. Another delegation sought clarification on how "impact" was seen and what "impact" was, given that it was a core issue that needed to be resolved, and whether it was seen in the Secretariat or in a wider context.

6. Regarding chapter II.E of the report, Proposed steps forward, some delegations sought further clarification, notably in view of the length of time since the adoption of resolution 55/231 in 2000. They asked why, given the number of years of experience with results-based budgeting, the Secretary-General was proposing an incremental approach. At the same time, some delegations expressed the view that the proposal to implement the revisions in an incremental manner was a sound approach. Clarification was sought on the choice of five programmes to be revised, the criteria for their selection, the reason for the revision of only five as opposed to all programmes, details of the proposed revisions, the reason for the implementation of the proposal in 2020-2021 and the possibility of advancing it, and the Secretariat's methods to ensure consistency across similar programmes.

7. It was recalled that the General Assembly, in its resolution 55/231, requested the Secretary-General to ensure that, in presenting the programme budget, expected accomplishments and, where possible, indicators of achievement are included to measure achievements in the implementation of the programmes of the Organization and not those of individual Member States. The view was expressed that any proposed revisions should be in line with the provisions of the resolution.

8. Clarification was sought on whether the current results-based budgeting process was working and the underlying challenges facing the Secretariat with regard to the current process. The view was expressed that, from the results presented in figure IV of the report, the current process seemed to work. Clarification was sought by one delegation as to who in the Secretariat was responsible for defining the expected accomplishments and indicators of achievement with the programmes.

Conclusions and recommendations

9. **The Committee reiterated that results-based budgeting and results-based management were mutually supportive management tools and that improved implementation of results-based budgeting enhanced both management and accountability in the Secretariat, and encouraged the Secretary-General to continue his efforts in that regard.**

10. **The Committee recommended that the General Assembly request the Secretary-General to ensure that expected accomplishments and, where possible, indicators of achievement measure achievements in the implementation of the programmes of the Organization and not those of individual Member States.**

11. **The Committee reiterated that external factors specific to the objectives and expected accomplishments should be identified in the proposed programme**

budget and that assessment of performance should reflect, and not be distorted by, the impact of unforeseen external factors.

12. **The Committee reiterated the request to the Secretary-General to ensure that expected accomplishments, indicators of achievement and objectives are defined, bearing in mind the direct link between inputs and outputs, and that inputs are commensurate with the needs of programmes, and taking into consideration the international character of the United Nations, the purposes of its Charter and its legislative mandates, as well as the fact that there exist difficulties in achieving the results of complex and long-standing political activities within specific time frames. The Committee concluded that the objectives of the Organization might not be realized in one biennial cycle only.**

13. **The Committee recalled paragraph 33 of its report on its fifty-third session (A/68/16), stressed in that regard the need for continued improvement in the formulation of objectives of the Organization, expected accomplishments of the Secretariat and indicators of achievement with the full involvement of the relevant intergovernmental bodies and recommended that the General Assembly request the Secretary-General to take forward specific and concrete measures to revise the logical frameworks and improve them, to the extent possible, so as to more clearly indicate the impact of the activities implemented, in preparation for the proposed strategic framework for the period 2018-2019.**

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Addendum

Programme questions: proposed programme budget for the biennium 2016-2017

(*Item 3 (a)*)

Report of the Secretary-General on consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017

Programme 25
Management and support services

1. At its 13th and 16th meetings, on 11 and 18 June 2015, the Committee for Programme and Coordination considered the report of the Secretary-General on consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017 (A/70/80).

2. The Assistant Secretary-General/Chief Information Technology Officer introduced the programme and, together with other representatives of the Secretary-General, responded to queries raised during the Committee's consideration of the programme.

Discussion

3. Appreciation was expressed for the important work of the Office of Information and Communications Technology and the efforts made to improve the delivery of the programme, including the implementation of elements of the information and communications technology (ICT) strategy pursuant to General

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Assembly resolution 69/262, section II. In that regard, the view was expressed that the objective should be to ensure that the ICT structure was effective as possible, including by strengthening security, and that that would be a continuing effort, with modalities yet to be specified.

4. One delegation sought further information on the timeline, the challenges and the efficiencies that were likely to be achieved through the implementation of the provisions of the resolution.

5. It was asked why no changes had been proposed to the programme of work of the United Nations offices at Vienna, Nairobi and Geneva as a result of the implementation of elements of the ICT strategy. Delegations recalled the observations on ICT contained in the report of the Board of Auditors that no evaluation of the cost of change had been undertaken in the process of either bringing in new technologies or migrating to them as standards (A/69/5 (Vol. II), para. 375). In that regard, clarification was sought as to whether the Office had taken that matter into account in drafting the proposed revisions, especially in relation to the Board's recommendation that a comprehensive cost-benefit analysis be undertaken in adopting new standards or replacing old ones and that the standards be reflected in the business case proposing the change (ibid., para. 376).

6. Some delegations said that multilingualism had not been addressed in subprogrammes 5 and 6 of the proposed revised framework, asking how the work of the Office would be organized to integrate it. Delegations also asked who was ultimately responsible for multilingualism-related activities in the Office.

7. Several delegations expressed concern at and sought clarification on the proposed revisions. It was said that the approved framework for the programme for 2016-2017 was simple and easy to understand and that the proposed changes would make it less clear and used vague concepts. Several delegations voiced concern at the format, presentation and drafting of the logical framework. Notably, it was highlighted that the drafting of many of the expected accomplishments, indicators of achievement and objectives for subprogrammes 5 and 6 were not in line with General Assembly resolution 55/231 and the definitions given in the annex to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). It was also suggested that proposed new components lacked a corresponding objective and that the proposed strategies for each component did not identify the Secretariat entity responsible for implementation. In that connection, several delegations suggested that the Secretariat should circulate a conference room paper to respond to those issues, while others proposed that, while not the most desirable course of action, consideration of the proposed changes should be deferred to the fifty-sixth session of the Committee so that the information could be improved.

8. One delegation requested clarification regarding subprogramme 3, Human resources management, because it was unclear as to where component 5, Human resources information systems, which had originally appeared under that subprogramme, had been moved in the proposed revisions.

9. With regard to subprogramme 5, Information and communications technology strategic management and coordination, clarification was sought as to why there were no individual objectives associated with components 1 to 5, unlike in the

previously approved strategic framework for 2016-2017 (A/69/6/Rev.1). Clarification was also sought regarding the expected accomplishments and the indicators of achievements under subprogramme 5, in particular how the former could be achieved, what considerations should be taken into account by Member States and how the indicators could be measured. In reviewing the strategy reflected in paragraph 25.49 (e) of the previously approved strategic framework for 2016-2017, one delegation asked why the phrase "coordination and collaboration on ICT with other United Nations entities" had not been included in the proposed revisions.

10. One delegation recognized the enormous potential of ICT in strengthening and improving the service delivery capacity of the global Secretariat, stressing the need to ensure that the ICT infrastructure fully supported the core work of the United Nations, including by delivering existing priority business transformation initiatives such as the mainstreaming of Umoja, supporting a more mobile and agile workforce and ensuring value for money with regard to ICT investment. The delegation stated that the streamlining of ICT systems and harmonization of existing data-processing functions and technology units was integral to ensuring a coherent and effective ICT structure free of overlap, disconnect or redundancy of purpose and to reducing the ICT carbon footprint.

11. Regarding subprogramme 6, Information and communications technology operations, one delegation asked why the reference to the "standardized global service catalogue" contained in paragraph 25.50 (f) of the approved strategic framework for 2016-2017 had been deleted from the proposed revisions, an amendment that had resulted in the use of general terms that lacked clarity and measurability. Another sought information on ICT interoperability and where it was reflected in the framework, ICT asset management in the context of the revised ICT strategy and how the expected accomplishments of component 4, Mainstreaming Umoja, would support a more mobile way of working at the United Nations. Some delegations also asked why previously approved expected accomplishments and indicators of achievement under the subprogramme had been excluded.

12. In relation to the objective of subprogramme 6, in particular the intention to establish technology management structures, delegations asked whether the proposed framework would entail the creation of new structures and offices within the Secretariat, emphasizing that any such restructuring would require prior approval by the General Assembly. Delegations also asked how components 1 and 2 of the subprogramme would be implemented in the field. Furthermore, regarding expected accomplishment (a) under component 2, clarification was sought on the reference to a "single integrated, centrally managed network" and how it could be reconciled with the views expressed by the Board of Auditors in its report (A/67/651). In addition, clarification was sought of how expected accomplishment (a) under component 1 was related to the mandates reflected in General Assembly resolution 69/262, section II, and paragraphs 37, 38 and 44 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/69/610), which had been endorsed in the same resolution.

Conclusions and recommendations

13. **The Committee recommended that the General Assembly should approve the changes to the narrative of programme 25, Management and support services, as set out in the report of the Secretary-General (A/70/80) and in**

sections 29C, Office of Human Resources Management, 29D, Office of Central Support Services, and 29E, Office of Information and Communications and Technology, of the proposed programme budget for the biennium 2016-2017 (A/70/6 (Sect. 29C) and Corr.1), A/70/6 (Sect. 29D) and A/70/6 (Sect. 29E)), subject to the following modifications:

Overall orientation (A/70/80, para. 20)

Replace the penultimate sentence with the following: "The Department will institute enterprise architecture, lead the strengthening of Umoja mainstreaming, information security and operational resilience, ensure that ICT programmes are aligned with the work of the United Nations and support ongoing business transformation initiatives and service delivery improvements."

Add a new sentence immediately thereafter, reading: "The Department will help to support a more mobile workforce."

Subprogramme 5
Information and communications technology strategic management and coordination

Objective of the Organization

Replace the objective with the following: "To ensure the efficient, effective and transparent implementation of all elements of the ICT strategy in support of the work of the United Nations"

Component 1
Technology management structures

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To ensure efficient and effective coherence in and coordination of ICT functions across the Secretariat"

Strategy (A/70/80, para. 21)

Add a subparagraph (f), reading: "(f) Achievement of coherence in and coordination of ICT functions across the Secretariat by consolidating ICT functions into the enterprise delivery framework."

Component 2
Alignment of technology with the core work of the United Nations (A/70/80; A/70/6 (Sect. 29E), table 29E.10)

Title

Replace the title with the following: "Alignment of technology with the work of the United Nations Secretariat"

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To ensure that the technology programmes of the United Nations and the implementation of all elements of the ICT strategy enable the work of the United Nations"

Expected accomplishments and indicators of achievement (a) and (b)

Invert the order and renumber accordingly

Expected accomplishment renumbered as (a)

Replace the existing wording with the following: "(a) Development of ICT programmes, services and infrastructure that facilitate the work of the United Nations"

Indicator of achievement renumbered as (a)

Replace the existing wording with the following: "(a) Increased number of technology strategies that are aligned with the United Nations ICT and business strategies"

Indicator of achievement renumbered as (b) (ii)

Replace the existing wording with the following: "(b) (ii) Increased adoption of ICT tools for Member States"

Strategy (A/70/80, para. 22)

Replace the existing wording with the following:

"22. This component of subprogramme 5 is the responsibility of the Global Services Division. It will focus on the following:

"(a) Systematic formulation of policy directives to govern the use of technology in the United Nations;

"(b) Establishment of governance mechanisms that ensure that new ICT projects and investments are assessed in the context of established technical authority;

"(c) Global enterprise architecture and standardized technologies and measurement and evaluation of issued policy directives;

"(d) Ensuring that contractual arrangements are centralized and available to the Secretariat in accordance with the relevant rules and regulations;

"(e) Establishing technology strategies that are aligned with the business strategies of the offices, departments, economic commissions, tribunals and field missions as they relate to the work of the United Nations."

Component 3
Analytics and business intelligence (A/70/80; A/70/6 (Sect. 29E), table 29E.11)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To leverage information relating to administrative and substantive areas to provide improved data-driven decision-making and more effective resource and programme management with strengthened accountability"

Strategy (A/70/80, para. 23)

Replace the existing wording with the following:

"23. This component of subprogramme 5 is the responsibility of the Global Services Division. It will focus on the following:

"(a) Establishing pervasive analytics and business intelligence capacity to provide concrete data analysis on specific topics and, more generally, fostering a culture of data-sharing within the United Nations system;

"(b) Promoting the transitioning of analytics and business intelligence to enterprise-wide activity and establishing solutions to support informed decision-making;

"(c) Strengthening the information security programme of the United Nations with a view to improving its effectiveness and integrity."

Component 4
Application and website development and support (A/70/80; A/70/6 (Sect. 29E), table 29E.12)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To develop and implement application and website management strategies to provide enterprise-wide solutions supported virtually in compliance with applicable guidelines for security, branding, multilingualism and accessibility"

Change indicator of achievement (d) to (d) (i) and add a new indicator of achievement (d) (ii), reading: "(d) (ii) Increased satisfaction expressed by users of the system"

Strategy (A/70/80, para. 24)

Replace the existing wording with the following: "24. This component of subprogramme 5 is the responsibility of the enterprise applications centres. It will focus on the following:"

Add the following subparagraphs:

"(h) Emphasizing improvements to service delivery through performance monitoring and facilitating better inter-office connectivity and accessibility to information;

"(i) Developing and implementing application and website management strategies to defragment the duplicative applications and websites by moving to enterprise-wide solutions supported virtually;

"(j) Supporting Inspira, the talent management system, including through enhancements in the areas of recruitment, learning and performance management;

"(k) Supporting and enhancing the data warehouse, including strengthening the online human resources management scorecard in order to provide self-service tools that allow for self-monitoring of targets and performance using human resources action plans and facilitate monitoring and oversight by Member States;

"(l) Remediating and optimizing the United Nations website application portfolio to comply with applicable guidelines for security, branding, multilingualism and accessibility."

Component 5
Strengthening information security (A/70/80; A/70/6 (Sect. 29E), table 29E.13)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To ensure information security by reducing the level of risk to the image, resources, data, operations and safety and security of the personnel and assets of the United Nations"

Strategy (A/70/80, para. 25)

Delete the word "core"

Subprogramme 6
Information and communications technology operations

Objective of the Organization (A/70/80)

Replace the objective with the following: "To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by leveraging ICT in order to support the harmonization of the technology programmes of the United Nations Secretariat"

Strategy

Add a new paragraph, reading:

"The subprogramme is the responsibility of the Global Operations Division. It will focus on:

"(a) Effectively implementing ICT infrastructure and service delivery solutions, including improving the management of information and resources and enhancing service and performance management and developing and implementing a standardized global service catalogue;

"(b) Identifying service requirements and establishing effective service delivery and support;

"(c) Identifying industry benchmarks for performance and monitoring the Secretariat's ICT infrastructure performance relative to those benchmarks."

Component 1
Enterprise hosting

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To ensure a secure, coherent and resilient information technology application hosting landscape to support the enabling of United Nations mandate implementation globally by implementing an enterprise hosting model"

Expected accomplishment (a)

Replace the existing wording with the following: "Consolidation of enterprise applications"

Indicator of achievement (a) (i)

Replace the existing wording with the following: "Existing applications transferred from New York to the enterprise data centres"

Indicator of achievement (a) (ii)

Replace the existing wording with the following: "Existing applications from offices away from Headquarters and regional economic commissions transferred to the enterprise data centres"

Strategy (A/70/80, para. 26)

Replace the existing wording with the following: "26. This component of subprogramme 6 will be the responsibility of the Global Operations Division. It will focus on implementing an enterprise hosting model with a view to increasing efficiencies and strengthening effectiveness, thereby providing more robust technology services in support of the work of the United Nations."

Component 2
Network consolidation (multi-protocol label switching) (A/70/80; A/70/6 (Sect. 29E), table 29E.16)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To provide managed ICT backbone infrastructure to facilitate inter-office connectivity for the Organization's major voice, video and data services"

Strategy (A/70/80, para. 27)

Replace the existing wording with the following: "27. This component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on the following:"

Replace paragraph 27 (b) with the following: "Management and maintenance of the global telecommunications infrastructure that connects Headquarters with offices away from Headquarters and peacekeeping missions; expansion and upgrading of the e-mail enterprise systems in cooperation with the Department of Field Support;"

Replace paragraph 27 (e) with the following: "Provision of infrastructure support to all departmental applications at Headquarters data centres and enterprise applications in the enterprise data centres;"

Add a new paragraph 27 (f), reading: "(f) Improving overall delivery of ICT services by harmonizing existing data processing functions and reducing the ICT carbon footprint."

Component 3
Enterprise service desk (A/70/80; A/70/6 (Sect. 29E), table 29E.17)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To ensure that enterprise ICT systems are available and effectively maintained in support of the Organization's substantive and functional activities and that all users of enterprise ICT systems are supported throughout the United Nations Secretariat"

Indicators of achievement (a) (i) and (a) (ii)

Replace the words "Enterprise Support Centre" with "enterprise support centres"

Strategy (A/70/80, para. 28)

Replace the first sentence with the following: "This component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on supporting users of enterprise ICT technology systems throughout the Secretariat and providing incident management services for enterprise applications, including Umoja, through the establishment of a global enterprise service desk."

Component 4
Mainstreaming Umoja (A/70/80; A/70/6 (Sect. 29E), table 29E.18)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To promote sustainable organizational change by ensuring the ongoing viability of the Organization's major change management initiative and ensure that the transformational Umoja initiative is sustained through mainstreaming into established technology capacity"

Strategy (A/70/80, para. 29)

Replace the existing wording with the following: "29. This component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on ensuring, through a phased approach, that the transformational

Umoja initiative is mainstreamed into established technology capacity and sustained."

Component 5
Broadcast and conference support (A/70/80; A/70/6 (Sect. 29E), table 29E.19)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat with regard to its conference facilities, broadcasting operations and videoconferencing services"

Strategy (A/70/80, para. 30)

Replace the existing wording with the following: "30. This component of subprogramme 6 is the responsibility of the Broadcast and Conference Support Section. It will focus on providing appropriate technological and related logistical and technical support for conferences, meetings, broadcasts, videoconferences, virtual meetings and all other requested audio and video services."

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Addendum

Proposed programme budget for the biennium 2016-2017
(*Item 3 (a)*)

Report of the Secretary-General on consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017

Introduction

1. At its 14th meeting, on 12 June 2015, the Committee for Programme and Coordination considered the report of the Secretary-General on consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017 and proposals to improve the implementation of results-based budgeting (A/70/80).

2. Representatives of the Secretary-General introduced the report and responded to queries raised during its consideration by the Committee.

Discussion

3. Delegations sought clarification on whether the biennial programme plans in the proposed programme budget fascicles for the biennium 2016-2017 were identical to those contained in the biennial programme plan and priorities for the period 2016-2017, as published in A/69/6/Rev.1. http://undocs.org/A/69/6/Rev.1.

4. A delegation queried whether the changes reflected in Chapter I of the report of the Secretary-General were taken into account in the proposed programme budget fascicles for programme 8, Least developed countries, landlocked developing

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countries and small island developing States; programme 19, Economic and social development in Western Asia; and programme 25, Management and support services.

5. Several delegations requested that supplementary information be provided to facilitate the work of the Committee by clearly indicating a comparison between the approved biennial programme plan for the period 2016-2017 and the proposed revisions for the three programmes concerned.

6. Regarding programme 25, Management and support services, a delegation indicated in particular that the Board of Auditors had raised many issues and made recommendations related to information and communications technology and would want to review whether those had been taken into account in the revisions. In addition, a delegation sought clarification concerning the human resources component in the approved biennial programme plan and in the present revisions.

7. Regarding programme 4, Peacekeeping operations, the delegation of Pakistan stated that it attached great importance to the United Nations Military Observer Group in India and Pakistan and underlined that it was committed to extending moral political and diplomatic support to the people of Indian-occupied Kashmir so that they could achieve their right to self-determination.

Conclusions and recommendations

8. **The Committee recommended that the General Assembly continue to request the Secretary-General to ensure that programme managers further improve the formulation of objectives, expected accomplishments and indicators of achievement in order to allow for better evaluation of results.**

9. **The Committee recommended that the General Assembly request the Secretary-General to continue to ensure that the expected accomplishments and indicators of achievement be directly and clearly linked to the objectives of the programmes and, in accordance with the different nature of the activities of the programmes, take into account rules 104.7 (a) and 105.4 (a) of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.**

10. **The Committee recommended that the General Assembly also request the Secretary-General to ensure that expected accomplishments, indicators of achievement and objectives be defined, bearing in mind the direct link between inputs and outputs, and that inputs be commensurate with the needs of programmes, taking into consideration the international character of the United Nations, the purposes of its Charter and its legislative mandates, as well as the fact that the objectives of the Organization may not be realized in one biennial cycle only.**

11. **The Committee recommended that the General Assembly further request the Secretary-General to ensure that expected accomplishments and, where possible, indicators of achievement measure achievements in the implementation of the programmes of the Organization and not those of individual Member States.**

12. **The Committee recommended that the General Assembly request the Secretary-General to take appropriate measures to develop, on a continuous basis, and implement an adequate training programme to ensure that staff, as appropriate, are proficient in the concepts and techniques, including the formulation of, expected accomplishments and indicators of achievement.**

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Addendum

Programme questions: proposed programme budget for the biennium 2016-2017

(*Item 3 (a)*)

Proposed revisions to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation

1. At its 8th meeting, on 4 June 2015, the Committee for Programme and Coordination considered the report of the Secretary-General on proposed revisions to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (A/68/74 and Corr.1).

2. It was recalled that at its fifty-second session the Committee had recommended that the General Assembly request the Secretary-General to present the above-mentioned report, based on changes approved by the Assembly in its various resolutions on programme planning (see A/67/16, para. 71). That recommendation had been endorsed by the Assembly in its resolution 67/236.

3. It was also recalled that at its fifty-third session the Committee had decided to continue its consideration of the question at its fifty-fifth session.

4. The representative of the Secretary-General introduced the report and responded to questions raised during the Committee's consideration of the report.

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Discussion

5. One delegation indicated that high priority was placed on the process, and delegations welcomed the proposed revisions to update the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.

6. Some delegations welcomed the proposed amendments. Other delegations expressed concern at the inclusion of amendments that had no specific mandate and at the proposed revisions without a direct link to General Assembly resolutions going beyond the mandate of the Assembly and stressed that any attempt to change any aspect of the legislative framework guiding the Organization was not acceptable. One delegation sought clarification as to why the latter changes were proposed by the Secretary-General.

7. Delegations asked to be provided with a general overview of all changes, including historic information on earlier revisions and explanations for the introduction of new concepts (for instance, the replacement of the medium-term plan with the strategic framework), so as to gain a better understanding of the rationale for the proposed amendments. Delegations also requested that they be provided with the specific reason for each proposed change, including whether the proposal was based on a decision by the General Assembly or had other underlying justifications. Clarification was also sought on the reasons for the proposed amendments, including to regulation 4.12 and rules 104.2 and 105.6, in particular on the latitude that programme managers had to undertake corrective measures if it became evident that the course of action was not achieving the envisioned results.

8. One delegation expressed the view that the Regulations and Rules should promote robust, well-defined indicators of achievement that adequately measured the extent to which actual results had been achieved. It was also expressed that performance measurement practices should be relevant and cost-effective. It was emphasized that programme performance reports should include not only explanations for situations in which expected accomplishments had not been achieved but also strategies and actions to improve performance. Furthermore, the importance of ensuring that the Regulations and Rules hold the Committee responsible for identifying and removing outputs in the programme budget that are duplicative, obsolete, ineffective or of marginal value was emphasized.

9. The question of whether the Secretary-General had given any consideration to the possibility of streamlining the text and whether it was feasible to shorten the Regulations and Rules was raised.

Conclusions and recommendations

10. **The Committee reiterated the need to periodically update the current set of Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation in order to develop outcome-oriented strategic frameworks, strengthen management and accountability systems and identify ways to improve the efficiency and effectiveness of the Organization's administrative processes.**

11. **In that regard, the Committee reaffirmed its role of verifying that the programmes of activities of the Organization are implemented in line with the**

legislative mandates and that the full implementation of regulations and rules should be ensured.

12. The Committee recommended that the General Assembly approve the revisions proposed by the Secretary-General, subject to the following modifications:

Regulation 2.1

Retain the current chapeau of regulation 2.1.

Regulation 3.2

Retain current paragraphs 5 and 6.

After paragraph 5, insert a new paragraph, reading:

"The programme narratives of the programme budget fascicles shall be identical to the biennial programme plan."

and renumber the remaining paragraphs accordingly.

After the new paragraph 6, insert a new paragraph, reading:

"The Secretary-General shall include in the introduction of budget fascicles information on the new and/or revised mandates approved by the General Assembly subsequent to the adoption of the biennial programme plan. The Committee for Programme and Coordination, in performing its programmatic role in the planning and budgetary process, shall review the programmatic aspects of the new and/or revised mandates referred to above, as well as any differences that arise between the biennial programme plan and the programmatic aspects of the proposed programme budget."

and renumber the remaining paragraphs accordingly.

Rule 104.2

Insert a new subparagraph (b), reading: "(b) The Secretary General shall prepare part two: biennial programme plan, to cover two years" and renumber the remaining paragraphs accordingly.

Rule 104.5 (d) (i)

Delete the phrase "including those identified through evaluation".

Regulation 4.13

Replace the proposed revision with the following: "The Committee for Programme and Coordination, in performing its programmatic role in the planning and budgeting process, shall review the programmatic aspects of the new and/or revised mandates approved by the General Assembly subsequent to the adoption of the biennial programme plan, as well as any differences that arise between the biennial programme plan and the programmatic aspects of the proposed programme budget. All proposed revisions by the Secretary-General shall be as detailed as necessary to incorporate the programme implications of the resolutions and decisions adopted by intergovernmental

organs and international conferences since the adoption of the biennial programme plan."

Rule 104.9

Retain current subparagraph (b) and adjust the numbering accordingly.

Regulation 4.16

Retain the current regulation and replace the phrase "medium-term plan" with "strategic framework".

Regulation 5.1

Replace the first two sentences with the following: "The budget outline shall be submitted and considered for approval by the General Assembly after consideration and adoption of the strategic framework. After their approval by the Assembly, the strategic framework and the budget outline shall together form the basis for preparing the proposed programme budget."

Regulation 5.8

Replace regulation 5.8 with the following: "The Committee for Programme and Coordination shall review the proposed programme budget to ensure that the narratives of the programme budget fascicles are identical to the approved biennial programme plan and report on its deliberations. The report of the Committee shall be communicated to the General Assembly and the Economic and Social Council for their consideration."

Regulation 6.1

Accept the proposed revisions with the deletion of the word "relevant".

Rule 106.1 (a) (ii)

Accept the proposed revisions, except the addition of the phrase "to the extent possible by subprogramme".

13. **The Committee decided to defer consideration of the proposed revisions to article VI, Evaluation, of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation to its fifty-seventh session and recommended that the General Assembly request the Secretary-General to propose further revisions to article VI and the annex to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, taking into account relevant resolutions of the Assembly.**

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Addendum

Programme questions: evaluation
(Item *3 (b)*)

Reports of the Office of Internal Oversight Services on the evaluation of the Office of the United Nations High Commissioner for Refugees and on the review of the evaluation capacity of the Office of the High Commissioner

1. At its 9th meeting, on 5 June 2015, the Committee for Programme and Coordination considered the report of the Office of Internal Oversight Services (OIOS) on the evaluation of the Office of the United Nations High Commissioner for Refugees (UNHCR) (E/AC.51/2015/5). The Committee also considered the OIOS report on the review of the evaluation capacity of UNHCR (E/AC.51/2013/5), which had been deferred at the fifty-third session of the Committee.

2. The Director of the Inspection and Evaluation Division of OIOS introduced the reports and responded to questions raised during the Committee's consideration of the reports. Representatives of UNHCR also responded to questions raised during the meeting.

Discussion

3. Delegations expressed appreciation and high regard for the important work of UNHCR. Delegations noted the increasingly complex environment in which UNHCR worked, the rising number of displaced people and the prevalence of external challenges, including ongoing conflict and the lack of political will and funding. The view was expressed that those factors were not adequately reflected in

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the OIOS report and that it lacked a balance between what UNHCR was realistically able to influence and what it could not. In that regard, delegations stressed that collaboration with the international community was a key aspect of the work of UNHCR on solutions. It was also emphasized that tackling the human rights, humanitarian, developmental and reconstruction challenges of displacement required strong political will and a supportive environment and that solutions should be sought collaboratively, with the coordinated and timely engagement of all relevant actors.

4. Delegations expressed appreciation for the OIOS report. Some delegations emphasized that recommendations that implied the restructuring of UNHCR, such as recommendations 1 and 5, would require intergovernmental approval prior to their implementation. Clarification was sought as to how UNHCR would implement the recommendations, and delegations noted the need for UNHCR to adapt the implementation of the recommendations to the local context. One delegation suggested an additional recommendation on the need to strengthen international legislation regarding displaced people.

5. Delegations sought clarification on the questions of effectiveness raised by OIOS in its report. Delegations expressed concern about results achieved in emergency assistance, noting that, in certain countries and situations, up to half of internally displaced persons had not been reached. Reference was made to deficiencies in repatriation and resettlement results, and additional information was sought on the work of UNHCR with regard to profiling, registering and targeting persons of concern. In that regard, identifying and counting displaced persons was highlighted as an accountability issue, and the need for a proper follow-up framework was highlighted. Information was also sought on reintegration and whether post-repatriation or post-integration questions had been considered during analysis.

6. Delegations highlighted the primacy of the emergency response work of UNHCR and stressed that the nature and mandate of UNHCR was not political but humanitarian. At the same time, delegations noted the need to partner with development actors, including local authorities, non-governmental organizations and the United Nations country teams. In that regard, delegations noted with appreciation the recommendation to strengthen those partnerships, as well as ongoing work in that regard, such as the formation of the Solutions Alliance. Detail was sought on how the recommendation could be implemented and who the main partners were for the provision of financial resources and support to the work on the ground. Information was also sought on how to reconcile information provided in the report that indicated that most partners surveyed had noted that UNHCR had been largely effective in communicating with partners with the views of UNHCR staff who did not highly rate the work of the Office with its United Nations partners. Particular importance was given to partnering with local organizations, local government and persons of concern. It was also stressed that the primary responsibility lay with host authorities and that the international community must not replace the work of a host country but supplement it. One delegation raised the need for objective and transparent assessment criteria to be translated into indicators sensitive to the local context. Indicators should be developed in close cooperation with the authorities and humanitarian and development actors and after consultation with communities of internally displaced persons.

7. Several comments were made regarding the methodology used in the evaluation, including mission selection and consultations with host Governments, and apparent disparities in data regarding the effectiveness of partnerships and details of UNHCR agreements with host Governments. It was indicated that, given the complexity of the work and operating environment of UNHCR, a one-size-fits-all evaluation methodology would not work. Referring to information provided in the report that field visits to UNHCR offices and field sites had been undertaken in the course of the evaluation, clarification was sought as to why there had been no field visit to the United Republic of Tanzania, which had among the highest numbers of refugees and experience with unique cases, including in local integration. Furthermore, the view was expressed that field visits should have been made not only to UNHCR offices but also to local authorities and the host Government for consultation. Similarly, the view was expressed that OIOS should have conducted qualitative interviews with more diverse refugees and internally displaced persons.

8. Delegations raised the issues noted in the OIOS report on the evaluation capacity of UNHCR and requested updates on measures taken to strengthen the UNHCR evaluation function since the issuance of that report in 2013. Clarification was also sought as to whether cooperation between UNHCR and OIOS had improved since that report had been completed.

9. Clarification was sought on the creation of a staff development strategy, in particular on-the-job training, in order to ensure that training provided staff members with flexible tools designed to be adjusted to the local context.

10. One delegation stated that there was a need for escalated efforts aimed at finding durable solutions for internally displaced persons that were based on, reflected and were consistent with international human rights and humanitarian law, in particular in the recently emerged crisis areas. The framework should prioritize conditions for effective communication between internally displaced persons and UNHCR, as well as opportunities for the displaced to participate in the planning and management of durable solution strategies.

11. Delegations emphasized that future OIOS evaluation reports on the work of UNHCR should ensure the inclusion of information regarding the relationship between the early registration and effective registration systems and census of refugees and the provision of humanitarian assistance to refugees and the implementation of the appropriate durable solution.

12. Delegations also emphasized that, in conducting its future evaluation on the work of UNHCR, OIOS should also, to the extent possible, cover information from key stakeholders, including host Governments.

Conclusions and recommendations

13. **The Committee recommended that the General Assembly endorse the recommendations contained in paragraphs 60 to 65 of the report of OIOS on the evaluation of UNHCR (E/AC.51/2015/5), subject to the provisions of the present report.**

14. **The Committee recommended that the General Assembly endorse the recommendations contained in paragraphs 59 to 69 of the report of OIOS on the review of the evaluation capacity of UNHCR (E/AC.51/2013/5).**

15. **The Committee encouraged UNHCR, as part of its work to conduct effective advocacy at the global and operational levels, to continue to disseminate lessons learned and best practices on solution initiatives to Governments and other relevant stakeholders, as appropriate.**

16. **Regarding recommendation 6, the Committee recommended that OIOS include in its future report on the work of UNHCR information on durable solution initiatives for those with special needs in complex emergency refugee situations under the mandate of the Office.**

17. **The Committee stressed the need to ensure that the implementation by UNHCR of recommendations 1 and 5 contained in the evaluation report would be undertaken with the appropriate discussion and approval of Member States. The Committee recommended that the General Assembly request UNHCR to ensure that applicable intergovernmental procedures were respected in that regard.**

18. **The Committee recommended that the General Assembly request the Secretary-General to entrust OIOS with providing information, in the next evaluation report on the work of UNHCR, on the impact that the absence of census and registration of the refugee populations may have on the accuracy of the assessment of their humanitarian needs and their protection, taking into account that the work of UNHCR is aimed at providing refugees with voluntary return or repatriation, resettlement to a third country and/or local integration.**

19. **The Committee shared the concern expressed in the OIOS evaluation report about the level of successes that had been achieved in finding solutions for protracted refugee situations, which a large proportion of the refugee population worldwide shared. The Committee emphasized the need for UNHCR to utilize its maximum capacity to deal with such situations, in particular those with a large number of refugees. Moreover, the Committee noted with appreciation the contribution of the host countries in protracted refugee situations and recommended that the General Assembly request the Secretary-General to entrust OIOS with including in its future evaluation reports information on the activities of UNHCR to intensify its efforts to increase international burden sharing and to reduce pressure on host countries.**

20. **The Committee recognized that, as stated in the OIOS report, UNHCR had effectively responded to complex emergency situations, while noting the external political and financial challenges facing the United Nations High Commissioner for Refugees in achieving durable solutions for persons of concern.**

21. **The Committee noted the efforts under way to advance durable solutions for persons of concern and recommended that the General Assembly urge the High Commissioner to further take necessary measures in that regard and to provide Member States with regular updates on progress.**

22. **The Committee recalled that the main objective of UNHCR was to ensure the international protection of refugees and others of concern to UNHCR and to seek permanent solutions to their problems in cooperation with States and other organizations, including through the provision of humanitarian assistance to refugees and internally displaced persons within its mandates.**